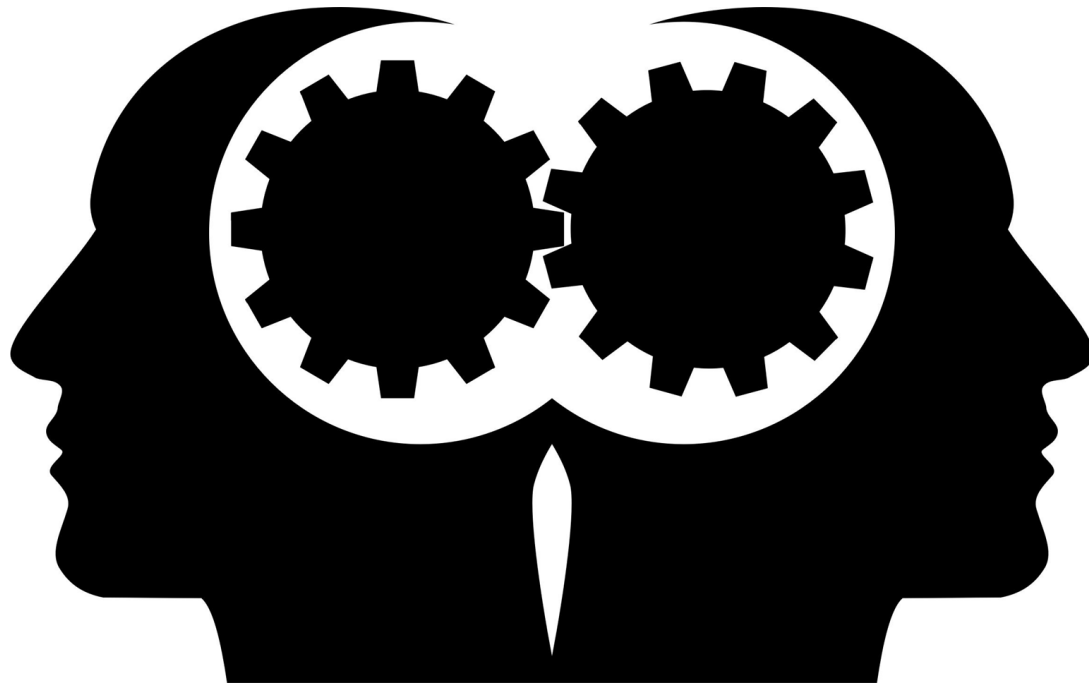


Collaborative/Shared Management in Libraries

Shannon Willis and Marcia McIntosh
Cross Timbers Library Collaborative
Conference 2018



Two managers

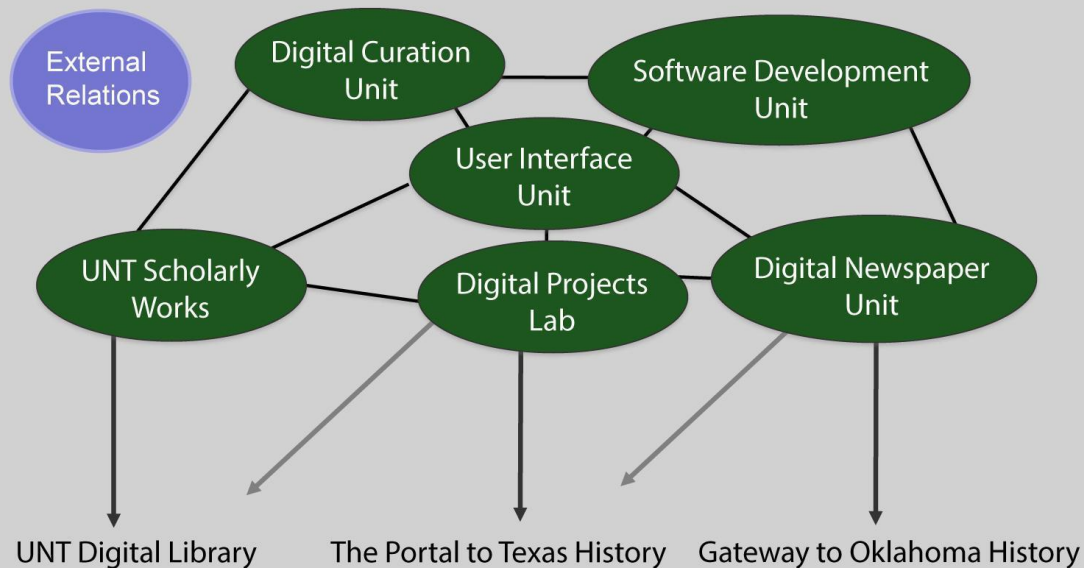


Who we are

University of North Texas Libraries

Digital Libraries Division

Digital Libraries Division at UNT



Who we are

Digital Projects Lab



Context



Photographs



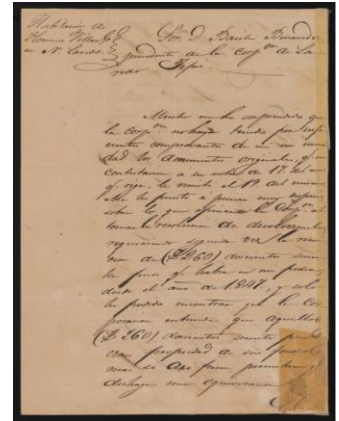
Magazines



Books



Reports



Documents

Scale and complexity of lab work



Who does the work?

1 Lab

2 New Librarians

20+ Students Workers

And A Great Many Tasks

How a project goes digital

Initial Inventory	<i>Staff</i>
Scanning	<i>Student workers</i>
Pre Quality Control	<i>Student workers</i>
Final Quality Control	<i>Staff</i>
OCR	<i>Staff</i>
Metadata Template	<i>Staff</i>
Upload	<i>Staff</i>
Metadata Completed	<i>Student workers</i>
Final Inventory	<i>Staff</i>

Hours of Digital Projects Lab

Staff	8	9	10	11	12	1	2	3	4	5	6	7
Librarian 1	x	x	x	x	x	x	x	x	x			
Librarian 2				x	x	x	x	x	x	x	x	x

Table 1: Staffed Hours in the Digital Projects Lab

The positions were new



Problems before a system of shared management

Ambiguous decision-making authority

Unclear rules between the supervisors

Lack of communication of essential
information

Hold-ups in workflows

Supervising
Students

TROUBLESHOOTING
EQUIPMENT

Intaking and
documenting
projects

Assigning
Student projects

Acting as liaison with
other departments

Approving Student time

CONDUCTING
QUALITY
CONTROL ON
PROJECTS

Training Students
on equipment

Hiring new student
workers

Monitoring
Student
absences

Updating
documentation

Other duties as
assigned...

Lab Duties

Designation of Responsibilities between the Digital Production Librarian and the Digital Projects Lab Manager

Responsibility	Responsible Person
Inventory	Production Librarian
External Relations	Production Librarian
Born Digital Evaluations	Lab Manager
Quartz Communication	Production Librarian
Archives Communication	Lab Manager
Music Communication	Production Librarian
Quality Control	Lab Manager
Imaging Directives	Lab Manager
Computer and Equipment Troubleshooting	Lab Manager
Wiki Page Development	Lab Manager
Weekly Report	Production Librarian
Student Hiring	Production Librarian
Student Training	Production Librarian
Student Outreach	Production Librarian
Student Schedule Accountability	Both
Assigning Student Tasks	Both

Tools and Practices

- Cross-Training
- Communication Methods
- Student Supervision




Cross-Training



- Sharing job know-how
- More sustainable
- Increased confidence
- Less confusion

Communication: Weekly Meetings

Monday	Tuesday	Wednesday	Thursday	Friday
				

Communication: Scrumming

Scrumming

“A **scrum**...is a method of restarting play in [rugby](#) that involves players packing closely together with their heads down and attempting to gain possession of the ball.”

- Wikipedia

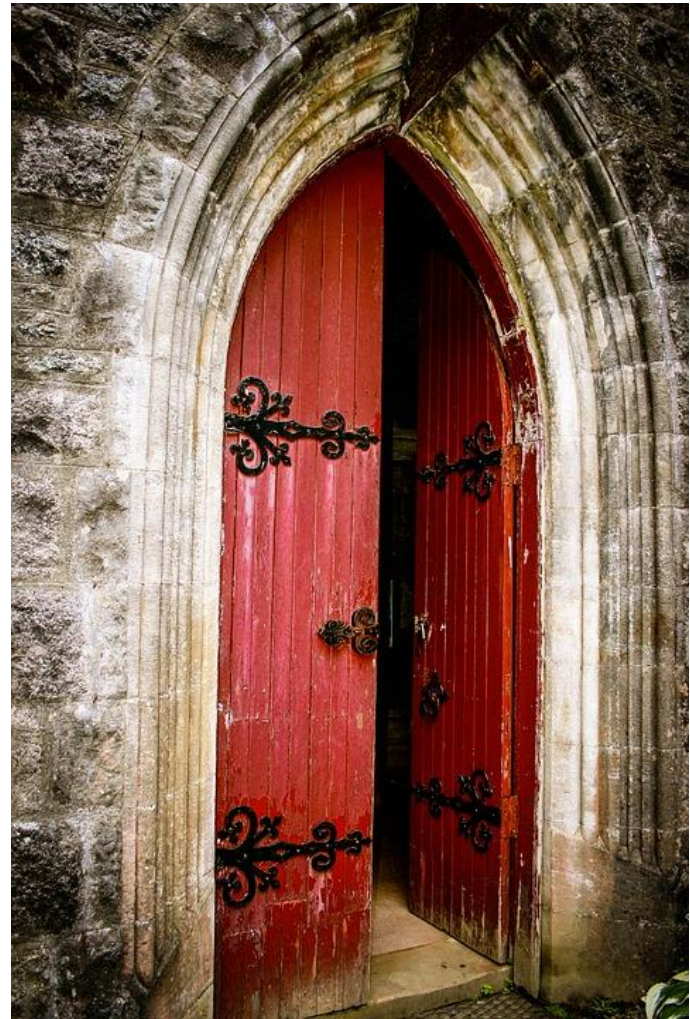
SCRUM framework:

<https://www.scrum.org/resources/what-is-scrum>



Communication: Open Door

Let communication and information
flow freely



Supervising Students: Checklists

Checklists, cc, joint-policy making and enforcing

A1 Quartz Checklist

Name:

Date:

Initials:

The scanner:

- ☐ Turn off the monitor when done
- ☐ Don't leave delicate objects pressed under the glass (as in, don't go on break with a book still on the scanner and the glass down)
- ☐ Buttons:
 - ☐ On/off
 - ☐ Glass plate pressure buttons
 - ☐ Cradle up/down button
- ☐ Pedals:
 - ☐ One for glass
 - ☐ One for scanning
- ☐ Cradle:
 - ☐ Has a large flat piece that lies on top when scanning flat documents. It can be removed if scanning something with a spine.
 - ☐ It can move up and down (best to lower cradle and then raise glass bc paper will stick to glass)
 - ☐ The panels can move to the side to allow room for a spine
 - ☐ The sides are vertically self-adjusting; depending on the weight it will adjust up or down. You can help it though if it is not keeping an item such as an open book flat

Areas where checklists are used

- Student training
- Student Hiring
- Student Orientation
- Quality control checks

Supervising Students: Communication

Don't forget, it's not just you.



Communication: Semester meetings

Presenting a team



Supervising Students: Joint Policymaking and Enforcement



Joint policy implementation examples

- Account of Student Time Reporting
- Production Log
- No Accessories Rule
- Cleaning Days

How it all helps



Making it Work

Role Definition

Frequent Communication

Complementary Skill-sets

Respect|Honesty|Consideration

At Your Institution

- Where might roles in your organization/department be undefined/ambiguous?
- Where would cross-training provide back-up and stability?
- How might you invigorate your communication methods?
- How could you ensure you are working as a team?
- How could you present a more united front?

Thanks!

